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Office of Training
May 1968

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FOREWORD

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The Central Intelligence Agency regularly sends a limited number of representatives from among its senior officers to attend the highest level schools of the U.S. Armed Forces, [REDACTED] the Senior Seminar in Foreign Policy at the Foreign Service Institute of the Department of State, and the Advanced Management Program at Harvard University.

Nominations are made by Directorates, approximately a year in advance of the starting dates of courses, to the Agency's Training Selection Board, whose responsibility it is to evaluate the candidates for final selection by the Deputy Director of Central Intelligence. Notification of approval action by the Deputy Director of Central Intelligence is given to each Deputy Director by the Training Selection Board.

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With the exception of the [REDACTED] nominations for all Senior Officer Schools are reviewed concurrently in the late summer or early fall. Interviewing of candidates by the Training Selection Board is an important feature of the selection process and is waived only in cases where nominees are not available in the Headquarters area.

Selection as a nominee is considered high recognition and rests on all those considerations that would make an employee a worthy all-round representative of the Agency. The anticipated benefits an employee and his component would derive from a Senior Officer School assignment are also taken into account in the selection process. Failure of a candidate to be chosen in one year or for a specific school does not preclude, and should not prejudice, the same person's being nominated in a succeeding year or for another school or program of equal caliber.

Nominees, once selected, normally will receive two formal briefings before departing for their training assignments. One of these is an administrative briefing given by the Registrar's External Training

Branch, OTR; the second is a three-day orientation conducted by OTR's Intelligence School customarily in the month of June. This course is designed to bring the employee up to date on the Agency, review conference leadership and formal briefing techniques, and provide insight and guidance on representational considerations. It also provides an opportunity for those going to the Senior Officer Schools to meet and talk with officers who have already attended these schools.

Announcements covering all phases of the nomination, selection, and orientation of Agency representatives who will attend Senior Officer Schools are made by the Office of Training through Senior Training Officers and component Training Officers.

I. ADVANCED MANAGEMENT PROGRAM, HARVARD UNIVERSITY

At some point in his development, almost every executive needs to increase his skills in planning, organizing, and formulating long-range policies. He may wish to understand more clearly the meaning for his organization of salient trends in a rapidly changing environment--technical, economic, political, and social. Or he may need the opportunity to formulate more clearly his own personal values and those attitudes which will condition his behavior as a leader.

The Advanced Management Program conducted by the Graduate School of Business Administration at Harvard University is designed to help the executive meet such needs and to provide such opportunities. It does so by drawing together some one hundred fifty senior executives from diverse areas of business, industry, and government to study and exchange experiences.

Given twice a year, beginning in February and again in September, the Advanced Management Program runs for thirteen weeks. It aims at developing a general approach to management that treats the organization as an entity functioning in a world setting and that concentrates on problems of broad policy and strategy of long-range significance to business.

Specific goals are: To refine the skills, knowledge, and understanding essential to top management; to strengthen executive competence in corporate, long-range planning; to reinforce capacities for qualitative analysis and decision-making; to encourage critical judgment in the analysis of quantitative data for managerial control; to deepen perception and refine skills in handling the human elements of organizations; to examine environmental factors within the nation and the international community as they affect business; and to encourage a view of learning in its broadest sense as a continuous process, enriching the lives of individuals and essential to the vigor of the environment in which business functions.

Among topics that are covered are: Business policy and the leadership role of top management in developing basic corporate strategy and major policies; marketing management; developing marketing programs; financial accounting, cost analysis, budgetary and control systems; financial

management; the historical role of the businessman in the growth of the Western world, the interaction of the businessman and his environment over time; national and international monetary and fiscal policy; government and business relationships; ethical issues facing management; the human side of administration; and modern methods of management science.

The Agency has sent representatives to the Advanced Management Program since 1952, normally placing one student in each running. Agency candidates must be in grade GS-16 or above and, in age, should range upward from forty years.

II. THE AIR WAR COLLEGE

Maxwell Air Force Base, Montgomery, Alabama, is the home of the Air War College, which was established in March of 1946 as the senior professional school in the educational system of the U.S. Air Force. The Air War College operates on a ten-month curriculum which begins in mid-August and ends in early June. Its primary purpose is to equip senior Air Force officers to understand military strategy in support of national security policy and to be capable of enhancing the contribution of aerospace power in supporting that policy. To this end, the graduate of the Air War College should: Understand the causes, nature, and purpose of war; understand the current and potential threat to the U.S. security; know how national security policy is formulated; be capable of evaluating doctrine, responsibilities, capabilities, and limitations of U.S., allied, and potentially hostile military forces; and know how the techniques of systems analysis apply in the decision-making and management process.

During the course students at the Air War College have an opportunity to hear top-level government officials, civilian and military, speak quite frankly about the most sensitive aspects of U.S. policy. They also hear lectures by leaders in the fields of education, industry, science, and politics. There are opportunities for question-and-answer exchanges by the students and instructors; there are seminars, research projects, prescribed readings, and field trips. Seminars are designed to supplement the lectures and individual research. Reading assignments are planned to provide the students with background material.

The Air War College normally has approximately one hundred fifty officers in its resident program. These men are from the U.S. Air Force, Army, Navy, and Marine Corps, and from the Royal Air Force; there are representatives also from the Department of State, the United States Information Agency, the National Security Agency, and the Central Intelligence Agency. In addition to the benefits from the formal program, there is always the added advantage which comes from the close associations and friendships established with representatives of the Armed Forces. Many of these individuals can be expected to hold important positions in their respective services and rapport generated during the Air War College experience can be of mutual benefit in facilitating liaison and support.

CIA's representatives are officers in grades GS-14 and GS-15; the age range is thirty-five to a maximum of forty-four for GS-14's and to a maximum of forty-eight for GS-15's (as of 1 January of Fiscal Year of class entry). The Agency currently has a quota of three.

III. THE ARMED FORCES STAFF COLLEGE

The Armed Forces Staff College at Norfolk, Virginia, conducts its five-month course twice a year, usually beginning in February and in August. The classes, while primarily U.S. military officers, include several allied officer students from the United Kingdom, France, Australia, Canada, and New Zealand and a small number of civilian students from U.S. Government departments and agencies.

Specifically, the objectives of the Armed Forces Staff College course are: To promote teamwork among the armed services; to prepare officers in the organization, planning, and conduct of joint and combined operations; to prepare officers for duty in the higher echelons of the Armed Forces; to promote the development of understanding between higher echelons of the Armed Forces and those other agencies of the Government which contribute to national security; and to provide an appreciation of the related aspects of national and international security.

The objectives are attained through lecture and seminar methods, individual theses, and field trips. The seminar groups are made up of twelve to eighteen students, usually three from each service, with allied students and civilian students apportioned equally as numbers permit. Each seminar has three faculty advisors. Guest lecturers are key military and civilian officials of the government, as well as prominent persons from outside government. Their subjects are on the structure and mission of government organizations related to national strategy and defense. The staff study or thesis requirement is intended to acquaint officers with the principles of exploration and development of a subject in an orderly, comprehensive, and logical manner. The field trips are made to military installations or activities and are planned so the student can witness training and demonstrations in tactics, techniques, weapons, and equipment.

The instruction covers: Characteristics, organization, and employment of the Armed Forces; principles involved in the U.S. unified command organization and the organization of joint and combined commands and staffs; organization, composition, and functions of joint and combined commands with respect to strategic, tactical, and logistic responsibilities of the commanders; aspects of joint and combined operations; trends of new weapons and scientific developments; and military, political, geographic, historical, economic, and other factors affecting U.S. national strategy and U.S. -allied security.

The course has been evaluated very favorably by Agency participants. Many think that the great value is the opportunity to work with and learn of the interrelationships among the CIA, the Department of State, and the armed services. An Agency candidate must be between the ages of thirty and forty-five and be in grade GS-13 or higher. The Agency is invited to send four officers to each running.

IV. THE ARMY WAR COLLEGE

The U.S. Army War College, located at Carlisle Barracks, Pennsylvania, is the Army's senior educational institution. Its mission is "to prepare senior officers for command and high-level staff duties, with emphasis on Army doctrine and operations, and to advance inter-departmental and inter-service understanding."

The curriculum is designed to consider the forces and trends of the international environment; the varied factors of military, political, economic, psychosocial, scientific, and technological elements of power; and other sources of international conflict which influence the attainment of national objectives within this arena. Courses are conducted by means of a combination of instructional techniques, including a lecture program, individual research and study, seminars, oral presentation, written reports, and a group or committee approach to problem solving.

Eight courses and two programs develop the curricular theme. They are: The World Environment and Sources of Conflict; Command and Management Seminar; Strategic Appraisal of the United States and the North Atlantic Community; The Strategic Threat of the Communist Powers; Strategic Implications of the Developing Areas; Army and Joint Capabilities Planning; Army and Joint Objectives Planning and Programming; Long Range Strategic Study; U.S. National Strategy and a Supporting Military Program; and Individual Research Program.

In addition to Army officers, classes are made up of officers from the Air Force, Navy, and Marine Corps, and of civilian representatives from the Central Intelligence Agency, the United States Information Agency, and the Departments of State and Defense.

Agency representatives have found the "year" at the Army War College a very profitable one professionally. The experience and knowledge gained has broadened their perspective on national and international affairs, provided them with greater confidence in writing and speaking on professional matters, and given them a greater appreciation of the committee technique of problem solving. Agency representation at the Army War College, however, involves a number of considerations beyond the value derived from employee training. Furthering of interagency cooperation and coordination is the most important of these, for the War College is a most appropriate place for the Agency to get across to an influential segment of military careerists important information as to the Agency's role in the Federal Government.

CIA's quota is one student each year (two for Fiscal Year 69). The Agency's nominee must be between thirty-five and forty-five years of age and in grade GS-14 or higher. It is recommended that he have at least five years of Agency experience.

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VI. THE INDUSTRIAL COLLEGE OF THE ARMED FORCES

The Industrial College of the Armed Forces is a joint educational institution operating under the direction of the Joint Chiefs of Staff and is the capstone of our military educational system in the management of logistic resources for national security. As early as World War I, it became evident that in modern war the mobilization of the Armed Forces must be accompanied by a carefully planned and organized mobilization of the nation's full economic and industrial strength. Realization of this need resulted in the foundation of the Army Industrial College in 1924 to train officers to carry out the Army's responsibilities for peacetime planning of wartime economic preparedness. Then, taking into account the contributions to the Allied victory in World War II by those who had been trained at the Army's school, in September 1948 the Industrial College of the Armed Forces was established at Fort McNair, Washington, D.C.

The Army, Navy and Marine Corps, and the Air Force participate on an equal basis as members of the staff and faculty and in the student body. The core of the College's educational program is the ten-month Resident Course, now given each year to approximately 180 selected military and civilian officers representing all major functional, oommand, and technical responsibilities in the military services and many Government agencies and departments.

The mission of the Industrial College is to conduct courses in the economic and industrial aspects of national security and in the management of defense programs and resources in broad political, social, and military context. Interrelated military, logistical, administrative, scientific, technological, political, and social factors affecting national security are considered to the extent that they are pertinent. The economic-industrial emphasis in the Industrial College distinguishes its mission and program from those of the National War College, which stresses foreign policy and military strategy.

The Resident Course attempts to present a balanced background picture of world economic conditions, international politics, and the foreign and domestic scenes in terms of their influence on U.S. national security. Close attention is given to the impact of scientific and technological advances on military and economic strength, and to the problem of maintaining social order and economic health under post-nuclear-attack conditions. Meeting and defeating the economic, political, and psychological challenges of communism are important themes of the course.

The scope of the ten-month Resident Course includes: Foundations for National Security Studies; The Management of National Resources; The Management of National Security; and Management in the Department of Defense. Concurrently with the "Core Program," there are required semester-length courses in Economics, Executive Action, and Scientific Decision-Making.

Each student also participates in a substantial project of individual or group research on a problem area of major significance to the Department of Defense. In addition, an elective program enables the student to develop further in one of several areas: Defense-oriented cost analysis; automatic data processing; theory and management of systems; law for the defense manager; or international politics. There are also optional courses in research methodology, effective speaking, mathematics, and foreign languages.

Seminars and formal lectures are important features of the Resident Course. The lectures are presented by authoritative representatives of the College faculty and by outstanding visiting specialists. Students form committees for discussion of specific problems. They work together on committee reports, and each student is expected to produce a thesis and an oral presentation on an assigned subject. Consultation with faculty and outside military and civilian experts is encouraged.

CIA has customarily been granted a quota of two spaces; however, the quota was reduced to one for the 1968-69 Program. Experienced officers thirty-five to forty-five years of age, in grade GS-14 or above, may be nominated. In recent years the Agency has selected officers in grade GS-15 or above to attend the Industrial College of the Armed Forces.

VII. THE NATIONAL WAR COLLEGE

The National War College at Fort McNair, Washington, D.C. was established to give a comprehensive education in the formulation and implementation of national security policies and strategies to a highly selective group of senior officers from each of the military services and other Government agencies. Its ten-month program is conducted annually for approximately one hundred forty students: Thirty-five members from civilian agencies of Government and the remainder equally divided among the three military departments. There are no foreign observers.

The mission of the National War College, as prescribed by the Joint Chiefs of Staff, is: "To conduct a course of study of those agencies of government and those military, economic, scientific, political, psychological, and social factors of power potential, which are essential parts of national security in order to enhance the preparation of selected personnel of the Armed Forces and State Department for the exercise of joint and combined high-level policy, command and staff functions and for the planning of national strategy." The mission of the College is further defined to include study of the nature of national power, the national interests and objectives of other nations, and ways to avoid armed conflict.

Carrying out this mission, the curriculum of the College includes an analysis of the factors of national power of the United States and other countries; the integration of military and foreign policy; the role of the United Nations; the influence on a nation's national security of the possession or lack of economic, scientific, political, psychological, and social resources; the national interests and objectives of the major powers and areas of disagreement among them; the military forces needed to carry out national policy in peace and war; war planning and strategy; the impact of science and technology on the Armed Forces; departmental and inter-departmental problems bearing on national security.

This is the overall scope of the National War College program. To implement it, the curriculum is divided into ten courses, culminating in the development of national security policy and implementing strategy, plans, and programs. Though the aim and scope of the program have remained constant over the years, there have been changes in emphasis, procedures, and organization. Courses and methods of instruction are subject to continuous examination and evaluation and every effort is made to keep abreast of evolving technology, national needs, and international developments.

The academic procedures used at the National War College are designed to broaden the general knowledge of the class members regarding the problems of national security. These procedures include an intensive guest lecture program, carefully developed course readings, daily discussion groups, and challenging committee problems. Individual research papers are required of each student. Field trips are an important part of the curriculum. One of the highlights of the year is a three-week tour of major capitals and military headquarters in one of several overseas areas--Latin America, West Europe, Africa, Southeast Asia, or the Near East.

Throughout the curriculum intellectual freedom is encouraged. There are no "school" solutions. Intellectual curiosity, independence of thought, and capacity to think objectively are stimulated. The academic atmosphere of the College is that of an advanced graduate educational institution for mature military men and statesmen.

The Agency is normally allocated a quota of four. Candidates must be thirty-five to forty-five years of age and in grade GS-14 or above. In recent years the Agency has selected officers in grade GS-15 or above to attend the National War College.

VIII. THE NAVAL WAR COLLEGE

The U.S. Naval War College, Newport, Rhode Island, is the highest educational institution of the Navy and proudly boasts that it is the oldest institution of its type in the world. The ten-month Naval Warfare Course is the senior program of professional preparation given at the College.

The student body of this resident course includes approximately 104 naval officers in the grades of captain and commander. Officers of the Army, Air Force, Marine Corps and Coast Guard and selected civilians from U.S. Government agencies are of equivalent stature and number approximately 56. Directing officers at the Naval War College say that the presence of civilian students and students from other armed services enables the College to stress the interrelationship between naval operations and the operations of the armed services and Government agencies, and the Navy's part in joint operations.

The purpose of the School of Naval Warfare is to promote an understanding of seapower and maritime strategy, a comprehension of international affairs, an appreciation of the contribution to national security of each of the military services and other Government agencies, proficiency in planning and conducting naval, joint and combined operations, and sound military judgment. The curriculum of the School consists of four major Studies: Fundamentals of Strategy; Sea Power and National Strategy; Strategic Planning; and Naval Warfare. Integrated with the latter three Studies is a Research and Electives Program designed to provide opportunity for exploration in depth of subjects covered more generally in the basic curriculum.

Students are encouraged to exchange ideas and conclusions with each other and with members of the faculty toward the goal of developing and organizing their thoughts. To aid in accomplishing this and enhance understanding, as well as to share special competences of faculty and students, many research studies are made the subject of seminars. Students, members of the faculty, or visitors present treatises on assigned subjects and then participate in the ensuing discussion. Moderators may be either members of the faculty or students. Lectures at the College are given by members of the faculty and by guest speakers. This gives the student

access to leaders in military, academic, governmental, and civilian fields. A feature of the lectures is the discussion period which follows, during which the speakers give their frank responses to specific questions asked by faculty and students.

Non-Navy students attend an introductory orientation program, the purpose of which is to acquaint personnel of other services and civilian students with the basic terminology and physical characteristics of the ships and weaponry of the Navy, as well as to provide a general background of the Navy itself.

In the past, CIA has usually had a quota of one; for the 1968-69 course there will be two Agency participants. Nominees must be in grade GS-14 or above and thirty-five to forty-five years of age.

IX. SENIOR SEMINAR IN FOREIGN POLICY

The Senior Seminar in Foreign Policy is conducted by the Foreign Service Institute, Department of State and is the most advanced program of studies in international relations and foreign policy offered by any agency of the United States Government. This ten-month advanced course, given in the Washington area, is an intensive period of preparation for senior executive assignments; it assumes that most of the Seminar participants will eventually be in important positions in the foreign-policy-making organs of the Government. Its aims are to provide the intellectual framework for a free and vigorous inquiry into some of the complexities of foreign policy and U.S. domestic problems and to stimulate senior officers in the direction of creative and thoughtful judgment.

The Seminar is limited in membership to an exceptionally qualified and gifted group of twenty-five senior officials. Approximately half of these are Class 1 and Class 2 career officers of the American Foreign Service; the other half are officers of comparable rank and experience from the U.S. armed services and civilian departments and agencies. Members are selected on the basis of sustained excellence of performance, demonstrated leadership, and high potential for greater future responsibilities, such as Chiefs or Deputy Chiefs of Mission.

The Seminar begins with a series of organizational and introductory meetings. This is followed by a full week devoted to the history of the American people - social, economic, ethnic, political, and diplomatic. These lectures set the foundation for studies to follow. The Seminar attempts to expose its members to the latest developments in science, arts, communications, space, atomic energy, industry, commerce, agriculture, labor, education, transportation, the communist threat and counterinsurgency, the poverty program, the Peace Corps, race relations, the city-state relationships, automation, computers, and systems and functional analysis.

The Seminar relies greatly on reading and research by the Members, stimulated by discussions with outstanding authorities in relevant fields of inquiry. Guest speakers in the past have included Members of Congress, officials of the Federal executive branch and of local governments, university professors, military leaders and experts in the fields of business, education, industry, labor, religion, arts, sciences and public affairs. Aside from the extensive group travel around the United States and its

territories, approximately three weeks are provided for Members to perform individual field travel to regions in which they have special interest. On returning from individual travel, Members are required to make an oral presentation to the Seminar and to lead a round-table discussion of their topic.

The CIA quota is two; nominees must be college graduates between forty and forty-nine years of age, be in grade GS-16 or higher, and have at least ten years experience in the Federal Government.